DOCUMENT RESUME

ED 259 113 CE 041 635

TITLE	Job Training Partnership Act: The Business/Government Partnership that Works.
INSTITUTION	National Alliance of Business, Inc., Washington, D.C.
PUB DATE	85
NOTE	35p.; For a related document, see CE 041 636.
AVAILABLE FROM	National Alliance of Business, 1015 15th Street, NW, Washington, DC 20005 ($1.00).
PUB TYPE	Guides - Non-Classroom Use (055)
EDRS PRICE	MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS	Adult Education; Business; Cooperative Programs; *Disadvantaged; *Dislocated Workers; Economically Disadvantaged; *Employment Programs; *Federal Legislation; Federal Programs; *Job Training; Labor Needs; Unemployment
IDENTIFIERS	Corporate Support; *Government Industry Relationship; *Job Training Partnership Act 1982

ABSTRACT

This booklet answers many questions an employer may have about the job training partnership, how it can help the employer and his/her company, and what specific action steps the employer can take now to become involved. The first section describes the Job Training Partnership Act (JTPA). Section 2 presents findings of a survey of service delivery areas operating programs under the JTPA and of chairpersons of private industry councils. Findings concerning the status of JTPA after its transition year are listed. Challenges and steps that business can take to meet them are also discussed. Section 3 answers 14 basic questions about JTPA. Section 4 suggests possible actions a business can consider to support and participate in local job training programs. In section 5 hiring and training needs that can be met by JTPA are listed. Section 6 summarizes resources and assistance that can be provided to private employers by the National Alliance of Business. These include training and consulting services, conferences and seminars, employment and training publications, communications resources, and regional service offices. The final section lists private industry councils alphabetically by state and locality. Names and telephone numbers are provided. (YLB)

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The Job Training Partnership Act: The Business/Government Partnership That Works

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FOREWORD

An industrial plant in California closes down with 633 people out of work ... small businesses in Georgia can't fill skilled jobs because trained workers are not available ... a plant manager in Kansas is unable to complete a $3 million order because he can't recruit job-ready people. These are some of the challenges private employers face in 1985 in an ever-changing business environment. They are problems that can now be solved by a new job training partnership between business and government which has been created by the Job Training Partnership Act.

This landmark legislation was enacted in October, 1982, with strong business support and enthusiasm. Business leaders across the country recognized that the problems of "structural" unemployment, dislocated workers, and the scarcity of job-ready workers could be dealt with most effectively by business/government partnerships working at the local level.

The job training partnership program aims to train at least one million disadvantaged people annually for private sector jobs. This goal can be met when employers in every community in the United States learn about the program's benefits and are motivated to find out from their local private industry councils how they can participate in it.

This booklet will answer many questions you may have about the job training partnership, how it can help you and your company and what specific action steps you can take now to become involved.

Please take a few minutes and familiarize yourself with the Job Training Partnership Act and the private industry council concept. These are resources that business can use to help solve local skill shortage needs, gain access to job-ready workers, and assist your community's unemployed people who can become productive workers once they have gained marketable skills.

We welcome your participation and involvement, and that of your company, in our continuing effort to "help America work."

WILLIAM H. KOLBERG
President and Chief
Executive Officer

The Job Training Partnership Act:

The Business/Government Partnership That Works

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WHAT IS THE JOB TRAINING PARTNERSHIP ACT?

The Job Training Partnership Act, enacted in 1982, represents an entirely new concept in providing job-skill training for the nation's unemployed disadvantaged and dislocated workers. Funded in 1984 at $3.6 billion, this Act channels federal dollars through the states to local private industry councils for training programs. These local councils must be chaired by business persons and local business leaders must make up a majority of the council membership.

The local private and public leaders serving on private industry councils determine what employment skills are needed in their communities. They can then use federal funds to establish local training programs that provide the disadvantaged unemployed with the skills to match identified local employment needs. The councils continually review program operations and evaluate actual results such as the percentage of trainees employed, cost per placement, and other performance criteria. They then determine if new or different skill training programs are needed.

The Job Training Partnership Act is designed to insure that public funds are spent effectively to provide needed job skills. Seventy percent of all funds must be used for training programs that lead to private sector employment. Administrative costs are limited to a maximum of 15%. At least 40% of the funds must be used to train disadvantaged and unemployed youth -- the nation's most critical category of unemployment. (Minority youth unemployment is now over 40%. Non-minority youth unemployment is over 20% today).

The Job Training Partnership Act specifically provides funds for the following types of training programs:

- On-The-Job Training (OJT) - reimbursement to employers for up to 50% of the first six months wages while new employees are trained.
- Customized Training - prepares job applicants to meet requirements for a job or group of jobs within a local company or group of companies. Company(s) must agree to hire screened individuals who satisfactorily complete training.
- Retraining - helps current employees gain new job skills in other jobs rather than being laid off.
- Dislocated Worker Training - used to help those already unemployed, or facing lay-offs due to plant closures, with little chance of returning to their former industry or occupation. Includes assistance in job search, skill training and retraining, and counseling.
- Pre-Employment Training - includes introduction to the world-of-work, awareness of what employers expect, bilingual education, remedial education and basic skill training. This may be provided in part through classroom training at local community colleges and/or vocational schools.

THE JOB TRAINING SYSTEM TODAY

THE STATUS OF JTPA AFTER ITS TRANSITION YEAR
October 1, 1983 - June 30, 1984

NAB recently surveyed almost all (576, or 97%) of the service delivery areas operating programs under the Job Training Partnership Act along with 81 business people, who chair private industry councils. The study was conducted at the end of the nine-month transitional period -- October 1, 1983 -- June 30, 1984 -- during which the Act was being implemented all across the country. This intensive study found that a stable, functioning job training system is in place in most communities and that the private sector is indeed an active partner with local government. While it is too early to assess the long-term impact of the program or to say for certain whether all problem areas can be resolved satisfactorily, business people can be confident that their participation at the local level is helping to shape the best possible job training programs for their communities. The NAB surveys found that the needs of business as well as the unemployed are already being served.

Some of the most important survey findings are:

- About 8,500 business volunteers serve on private industry councils nationwide. These business people reflect a cross-section of the nation's business community:

  a. almost 2/3 are from small business (under 100 employees)
  b. about 1/5 represent medium sized businesses (100-500 employees)
  c. about 15 percent represent large firms (over 500 employees).

- Many business volunteers on councils are leaders in their communities; half of all private sector members are chief executive officers or owners of local companies.

- Council members remain committed to the local programs. Turnover is about 20 percent nationally on average. Less than 10 percent of the business people leaving these councils complained about the programs, their role, or their relationship with their local government partner. Almost 90 percent of the private sector members are generally satisfied with the roles they are playing, although about 20% have concerns in certain areas.

- Almost three-fourths of the councils are substantially involved in determining the types of training that will be offered and in selecting the organizations that will provide the training. These activities help ensure that the training will meet local business needs.

- Almost two-thirds of the councils evaluate their own local programs. This enables business people to make changes when programs are not meeting established standards.

- The Job Training Partnership Act offers a well-balanced array of training programs. For those who are almost fully job ready, on-the-job training programs are available to help employers defray any extraordinary training

costs. Classroom training is available for those participants requiring vocational skills training or pre-employment assistance.

- With 600,000 people served between October 1983 and June 1984, programs overall surpassed several important national performance standards set by the Department of Labor for placement and costs:

	National Performance Standards	JTPA Results to Date	Results Before JTPA in 1983
Adult placement rate	58%	66%	47%
Youth placement rate	41%	54%	31%
Welfare recipient placement rate	41%	54%	NA
Average cost adult placement	$5,900	$4,297	NA
Average cost youth "positive termination"*	$4,900	$4,488	NA

*Positive termination for youth include job placement, return to school, enter the military, attainment of higher education levels or demonstration of job-ready skills.

- Average hourly wages at placement for both youth and adults was $4.56 ($4.83 for adults and $4.04 for youth). This is slightly higher than the 1983 experience under CETA of an average wage of $4.44 per hour.

While these findings are very positive, challenges continue:

- About one-half of the private industry councils were not satisfied with the role of state government or of the state job training coordinating council.

- Almost one-half of the councils were not meeting the Act's requirement to expend 40 percent of their funds on youth.

- Concern was raised that programs may be serving those who are easiest to serve -- who might have found jobs on their own -- instead of targeting on those who most needed the additional support provided by the Act.

We clearly need greater private sector involvement to solve these issues. NAB will continue to work in partnership with the private industry councils and business community to this end.

The following are some of the many steps that business can take to meet these challenges:

- Be sure influential business people are on the state council.

- Make certain that the state council plays an active role in influencing how the Act is administered to ensure that:

  a. effective working relationships are established among agencies responsible for job training, education, the employment service, education, welfare, and rehabilitation.

  b. the state agency responsible for administering the Act sets requirements that encourage business participation (e.g. avoids burdensome requirements or paperwork; fosters business input in programs; and provides needed technical assistance).

- Work with the private industry council to establish entry requirements that young people must meet to be employed and help design curricula for preparing young people to meet these requirements.

- Hire young people. Consider hiring disadvantaged youth for summer, co-op or part-time jobs.

- Encourage the private industry council to offer a full-range of supportive services that can help meet a variety of trainee needs. Councils should take advantage of the flexibility in national performance standards to serve and place those who may need extra help and training time.

FOURTEEN BASIC QUESTIONS ABOUT THE JOB TRAINING PARTNERSHIP ACT

1. **What is the Job Training Partnership Act and why is it significant?**

The Job Training Partnership Act (JTPA) is a new business/government partnership concept for addressing the problem of unemployment and low employment skill levels within the ranks of the economically disadvantaged. It establishes nearly 600 private industry councils (PICs) to oversee job-oriented training programs in every section of the country. The Act requires that 51% or more of the members be local business leaders, and it gives the council a "partnership" role in developing, funding and evaluating employment and training programs that meet local private sector labor market needs. These business-managed councils are currently responsible for overseeing nearly $2 billion in local Job Training Partnership Act programs to hire and train unemployed and dislocated workers.

2. **Isn't the Job Training Partnership Act just another government-type program but with a new name?**

Absolutely not. It's a totally new program. The most basic differences between this program and its predecessor are:

	JTPA	Pre-JTPA
Governance & Control	Business in partnership with local and state government	Federal, state and local government
Local Business Involvement	51% or more on each PIC Board and 33% of each state council	None required
Focus on Training	70% of funds are used for training disadvantaged for local private sector jobs and skills needs	18% of funds used training
Training Provider	PIC-approved training organization or company	Local government selected training provider
Performance Criteria	Specific, measurable and required	None
Administrative Cost Limit	15%	20%

3. **My company is concerned about the unemployment problems of our community's disadvantaged: needy youth, structurally unemployed adults, and the physically disabled. How can the Job Training Partnership Act help to resolve these problems?**

Funds administered by local private industry councils are to be used to provide skill training to the economically disadvantaged unable to qualify for employment. Indeed, 70% of a council's funds must be used for job-related training of individuals who meet the Act's eligibility criteria. If you want truly disadvantaged trainees hired by private employers, you must encourage the council to recruit the "least experienced" people for training programs.

The Act also specifies that 40% of the training operated by the council must be focused on needy youth. This provision which mandates the use of significant training resources for youth opens up the possibility that a community could, over time, reduce the number of unskilled youth moving into the labor market, and thereby reduce the number of adults who are counted among the ranks of the structurally disadvantaged.

4. **We're already heavily involved in good citizenship activities. Why should we get involved in these programs?**

Training programs financed by the Job Training Partnership Act are both "good citizenship activities" and partnership programs for helping business obtain job-ready workers who are qualified to fill existing job openings. These programs prepare a community's unemployed and unskilled people for local private sector employment. The Act helps underwrite some of the extraordinary costs associated with the training of economically disadvantaged persons who lack necessary market skills.

5. **What specific benefits would we get by working with a Private Industry Council? How would my community benefit?**

Your company, the community and the individual trainee all can benefit. For private employers who need skilled workers for current job openings, private industry councils can recruit needed workers, can provide the necessary training to make workers job-ready, or reimburse employers for providing on-the-job training at business employment sites. The community benefits when training graduates secure full-time employment because tax revenues increase and there is reduced demand for government-funded programs to help the unemployed. Therefore, the overall economic health of the community is improved.

6. **I understand JTPA is a government-funded program. Won't this involve red tape, unnecessary record-keeping and reporting, as well as the threat of government auditors looking over our shoulders?**

The Job Training Partnership Act features less red tape than almost any government funded program because the business people on the local private industry council are local employers who are sensitive to this problem and work to reduce or eliminate red tape wherever possible. Since councils are measured by performance standards that stress placement of trainees in private sector jobs,

there is little incentive to create red tape systems that inhibit placement. When you hire trainees and receive no funds, you do not have to file reports and there will be no audit of your records. Obviously, if you receive training funds, audits may occur, but your local council makes every effort to keep contractual arrangements simple.

7. **I like to make my own hiring decisions. I don't need the government telling me whom to hire. My company has employment standards which we're not willing to compromise just to qualify for training reimbursements. Won't this program really cost me a lot down the line?**

The employer makes all hiring and firing decisions. The private industry council or its program operators will refer job-ready candidates to employers who make the decisions on whether or not to hire the trainees. The employer controls the hiring process, and maintains the company's normal employment standards. On-the-job training reimbursements provide the employer with additional training resources to bring the prospective employee up to the company's standard. Employers should only gain - not lose - by participating in programs sponsored by the council to train the disadvantaged or your existing employees who need new and better job skills so they qualify for employment.

8. **We want to control the quality of training so we know that the trainees will qualify for the jobs we want to fill. Will the private industry council reimburse us for training programs we design and conduct on-site?**

Quality training is implicit in the Job Training Partnership Act which emphasizes placement and retention. To get these results, training programs must be of high quality. Councils should be interested in underwriting employer-designed and conducted training programs that meet the Act's performance standards. Because of the lead time needed by the council to develop its annual training plan, employers who are interested in obtaining funds to operate training programs should review their skill needs and training concepts with the council staff as early as possible. Councils can reimburse employers for up to 50% of the on-the-job costs of training the unemployed for private sector jobs.

9. **We plan to shut down one of our plants. How can the Job Training Partnership Act help us deal with the needs of those workers who are to be laid off?**

Funds are earmarked by the Act specifically for dislocated worker programs to assist experienced workers who have permanently lost their jobs due to technological change, foreign competition or other major changes in the economy. These funds are used for state-administered employment and training services aimed at re-employing the victims of displacement.

Funds can also be used for "transition" training where an employee is retrained by the employer for another position within the company. The dislocated employee can also be retrained - either by the employer or a third party - for a new job with another company.

An employer interested in obtaining specific information on dislocated worker retraining funds should touch base with the director of the state jobs training

coordinating council or with the Training Department of the National Alliance of Business, 202/289-2910. You might prefer to call NAB since the states have taken a number of different approaches to the administration of dislocated worker funds.

10. **We don't plan to be doing much hiring over the next year or so. Therefore, how can we contribute to the Act's success in our community?**

Business can help in many ways. The program's primary objective is to train one million unemployed people annually for private sector jobs. There are a number of important contributions you can make to help assure the success of this partnership. First, you can acquaint your suppliers and subcontractors with the benefits of working with the private industry councils. Tell them how they can recruit job-ready trainees who have graduated from these training programs, and explain how they might develop their own on-the-job or other training programs through the council. Second, if you operate unique training programs to meet special in-house skill needs, you could share your knowledge and experience with the council's staff. Third, you can provide company resources to the council, offering loaned trainers, space for training facilities, or training equipment. Finally, you can let other business leaders and owners in your community know that your company believes in the Job Training Partnership Act and supports the involvement of local business in the job training system as an equal partner. As a respected leader in the community, your endorsement of this partnership is especially important to other business people.

11. **The Job Training Partnership Act establishes a partnership system for the training of the disadvantaged and dislocated workers. How can job training be coordinated with local economic development and vocational education programs to maximize the most effective use of the resources available in each program area?**

The job training legislation requires private industry councils to conduct local labor market surveys prior to development of job training plans. Councils are well advised, therefore, to consult with state and local economic development agencies to determine the types of new jobs that will be created as a result of economic development programs, and the timing of development. The Carl D. Perkins Vocational Education Act of 1984 requires vocational education advisory groups to consult with private industry councils prior to their preparation of vocational education plans. By reviewing their respective plans early enough, the private industry councils, the vocational education advisory groups and the economic development agencies can develop plans that take into account each other's program goals and objectives.

12. **Each spring, President Reagan asks business to hire needy youth during the summer. At the same time, private industry councils conduct summer employment programs for disadvantaged teens. Some employers also hire needy youth certified by the Job Service as disadvantaged and take a tax credit of 85% of the youth employee's wage under the Targeted Jobs Tax Credit program. How do these programs differ from each other?**

President Reagan's Summer Jobs for Needy Youth program is a volunteer program in which employers hire needy youth as regular part-time employees of their companies. Disadvantaged youth hired by private industry councils receive their

wages from federal funds for work performed in public or non-profit organizations. These employees may not work for private sector companies. Needy youth hired by private employers using the Targeted Jobs Tax Credit are paid by their employer for actual work performed. The employer takes a tax credit up to 85% of actual wages paid to eligible youth when filing that year's federal income tax return.

13. **Let's say that we want to get involved, what do we do? Whom do we talk to? How can I get more information about the Act? About Private Industry Councils? About companies that have benefited from the program?**

For more information, call your private industry council, your local Chamber of Commerce, or the National Alliance of Business, in Washington, D.C., at 202/289-2910. NAB can give you the telephone number of the NAB regional service office and private industry council closest to you.

14. **Where can I get information about specific successful training programs that may help us fill specific job skill needs in our community?**

For information about successful training programs, call the NAB Clearinghouse in Washington, D.C. at 202/289-2910. The Clearinghouse maintains the nation's most comprehensive computerized database of effective training programs geared to economically disadvantaged people, as well as information on unique employer-designed programs, dislocated worker programs, youth employment programs and many other items of interest in the human resources area.

WHAT YOU CAN DO TO SUPPORT AND PARTICIPATE IN LOCAL JOB TRAINING PROGRAMS

POSSIBLE ACTIONS YOU CAN CONSIDER:

- Designate a manager who can identify possible support actions for your company and guide their completion.
- Communicate with all your employees on the viability of the job training partnership concept and your organization's support of this unique program.
- Ask human resources managers to determine how your company can make use of the services and incentives available to private employers interested in participating in the job training partnership program.
- Require employee relations managers to establish specific job training partnership program goals for each hiring site and to report to top management of accomplishments.
- Identify any hiring and training services which may match your company's current or future needs.

  (Identify specific job categories where you have a need for more and better qualified applicants, affirmative action applicants, or increased productivity or quality, where additional employee training would help, or where layoffs are possible).
- Determine whether your company has any training expertise which might aid your private industry council in meeting local private sector job skill training needs.
- Assess what resource needs your local private industry council has and determine how your company can help the council obtain additional resources.
- Communicate and "market" the benefits of the Job Training Partnership Act to other local employers (including your suppliers).
- Establish a close working relationship with the local private industry council to insure ongoing assistance and to demonstrate your company's willingness to consider hiring training graduates and provide summer jobs for local disadvantaged youth.
- Include a brief report in your company's annual report summarizing what your company has done to support the job training partnership program to indicate to your shareholders the high priority your company gives this important partnership program.

HIRING AND TRAINING NEEDS THAT CAN BE MET BY THE JOB TRAINING PARTNERSHIP ACT

There a variety of hiring and training needs that business can resolve by using the services and incentives made available by the Job Training Partnership Act:

- Your company is reducing its workforce in a certain area and you want to retrain your workers so they have new skills that qualify them for other jobs within your company.
- You have special skill needs and would be willing to work with a private industry council to design a program that will provide workers with the skills in demand.
- You are willing to hire and train inexperienced disadvantaged people for entry-level jobs provided your company will be reimbursed for the extra-ordinary costs of training the disadvantaged.
- Your company is closing down a plant and you want to help your workers acquire new skills that will enable them to find new private sector jobs in your community.
- Your company is expanding and you need "job-ready" workers who have job skills that meet your employment requirements.
- You need help in achieving your company's EEO/Affirmative Action goals -- to find job-ready minorities, women, disabled, veterans and other "protected groups" who meet your normal employment standards. (Since many of the people in these categories are disadvantaged, they may qualify for programs financed by the Act.)
- You want to provide on-the-job training for new and/or existing employees to get them to the level of productivity where your company can meet increasing market demand.
- You want to help young people gain needed summer work experience so they are job-ready when they graduate from high school.
- You want to help economically disadvantaged adults and youth learn about the world of work so they can succeed in the private sector job market.

HOW THE NATIONAL ALLIANCE OF BUSINESS CAN HELP YOU AND YOUR COMPANY

The National Alliance of Business has worked with private employers for 17 years in developing programs to hire and train the economically disadvantaged, needy youth, ex-offenders and Vietnam-era veterans. NAB staff members are ready and willing to meet with you and your personnel/training executives to explore ways in which NAB can help your company work more effectively with local private industry councils to develop hiring and training programs that meet your needs. Some of the resources and assistance provided by the Alliance include:

TRAINING AND CONSULTING SERVICES

- Help in planning reductions in force and finalizing tailored employee assistance plans.
- Assistance in developing proposals to obtain state funds for retraining dislocated workers.
- Training corporate and plant personnel to manage workforce reductions.
- Advice on how your company can interface with private industry councils to obtain resources to train disadvantaged persons, needy youth, older workers, ex-offenders and disabled persons.

CONFERENCES AND SEMINARS

- Access to NAB's annual conferences where business, government, labor and education experts provide "how to" information on various employment, training and education programs that companies have found useful in training and retraining disadvantaged people to function effectively in the world of work.
- Involvement in NAB regional seminars where state and local program models and training programs are analyzed and discussed.

EMPLOYMENT AND TRAINING PUBLICATIONS

- WorkAmerica and Business Currents -- newsletters focusing on Job Training Partnership Act policy matters, regulations and program successes.
- Case studies on topical issues such as "Unemployed Youth," "Dislocated Workers," and "Employing the Disabled."
- Informational brochures on the job training partnership program, the Targeted Jobs Tax Credit and Summer Youth programs.
- Private Industry Council Survey Results
- NAB Handbook for Business Representatives

COMMUNICATIONS RESOURCES

- A color videotape and 16mm film outlining how the job training partnership program is working in the private sector.
- NAB speakers, a job training partnership program workshop and information booth.
- Trade association-related job training partnership program success stories.

REGIONAL SERVICE OFFICES

- Located in eight major locations across the country: Boston, New York, Atlanta, Chicago, Dallas, Denver, San Francisco and Seattle.
- Training and technical assistance for companies confronted with plant closings, need to retrain older workers or need to develop customized training for skill-shortage areas.
- Assistance in building working relationships with private industry councils and economic development entities.
- Information about unique training programs developed by companies and private industry councils.
- Access to state and local employment and training program funding sources.

HOW TO CONTACT YOUR PRIVATE INDUSTRY COUNCIL
(listed alphabetically by state and locality)

ALABAMA

Birmingham
Mr. Robert Craig
205-323-7146

Mobile
Ms. Opal Smith
205-432-0909

Montgomery
Mr. Dennis Hopper
205-284-8800

ALASKA

Anchorage
Ms. Beverly Gray
907-264-6550

Fairbanks
Ms. Sally Smith
907-456-5153

Juneau
Mr. Mark Mickelson
907-465-4890

AMERICAN SAMOA

Pago Pago
Mr. John Ah Sue
684-633-5172

ARIZONA

Bisbee
Ms. Jane Wiegand
602-432-2277

Clifton
Mr. Michael Bloom
602-865-2526

Flagstaff
Mr. Antonio Sandoval
602-774-1894

Florence
Ms. Trish Georgeff
602-868-5878

Nogales
Mr. Jesus Kataura
602-287-9167

Parker
Mr. Jesse Fisher
602-669-9211

Phoenix
Ms. Barbara Moody
602-261-5911

Phoenix
Mr. James Moore
602-262-6776

Safford
Mr. Joseph Carter
602-428-7386

Tucson
Mr. Henry Atha
602-792-8688

Yuma
Mr. Mark Espinoza
602-344-3778

ARKANSAS

Batesville
Mr. Van Thomas
501-793-5233

Dardanelle
Mr. Bob Adkinson
501-229-4861

Harrison
Mr. Donald Raney
501-741-5404

Jonesboro
Mr. Sammy McGuire
501-932-5340

Little Rock
Mr. Charles Mobley
501-376-6777

Lonoke
Mr. Charles Cummings
501-676-2721

Magnolia
Mr. Marvin Fincher
501-234-4030

Pine Bluff
Mr. Paul Bates
501-536-1971

Van Buren
Ms. Martha Pearcy
501-474-7061

CALIFORNIA

Auburn
Ms. Kim Hemmer
916-823-4635

Bakersfield
Mr. Tim Christensen
805-861-2495

Cerritos
Mr. John Didion
213-402-9336

Concord
Mr. Arthur Miner
415-671-4375

El Centro
Mr. Bill Plaster
619-353-5050

Eureka
Ms. Claudia Brazeau
707-445-6230

Fairfield
Ms. Gwendolyn Warren
707-429-2866

Fresno
Mr. Charles Francis
209-266-3742

Glendale
Ms. Madalyn Blake
213-956-2060

Hanford
Mr. John Lehn
209-582-9213

Hayward
Mr. Robert Bloom
415-881-6066

Hollister
Mr. Herman Fehl
408-637-9293

Inglewood
Mr. Jan Vogel
213-412-5464

Long Beach
Mr. Taufig Rushdy
213-590-6841

Los Angeles
Ms. Stefanie Klopfleisch
213-738-2611

Los Angeles
Mr. Dominic Ramos
213-380-8960

Madera
Mr. Herman Perez
209-673-7031

Merced
Mrs. Carol MacLennan
209-726-7324

Modesto
Mr. Gerald Kunishige
209-571-6920

Napa
Mr. Dave Dickson
707-253-4339

Oakland
Ms. Melodie Hughy
415-430-8520

Oroville
Mr. Jim Rackerby
916-534-4301

Pasadena
Ms. Diane Moore
213-405-4377

Redding
Mr. Don Perry
916-246-7911

Redwood City
Mr. Walter Martone
415-363-4473

Richmond
Mr. Carl Metoyer
415-231-3944

Riverside
Mr. Walter Prebis
714-788-1400

Sacramento
Mr. David Martinez
916-449-1300

Salinas
Mr. Robert Johnson
408-424-0972

San Bernardino
Mr. George Fujiwara
714-888-7881

San Bernardino
Ms. Marisa Parnell
714-383-2182

San Diego
Mr. Patrick Moore
619-238-1445

San Francisco
Ms. Eunice Elton
415-558-2922

San Jose
Mr. Dino Pecoraro
408-299-7913

San Luis Obispo
Mr. Roger Elkin
805-541-4044

San Rafael
Ms. Ruth McNurney
415-499-6003

Santa Ana
Ms. Jane O'Grady
714-834-6842

Santa Barbara
Ms. Sharon Hill
805-963-8973

Santa Cruz
Ms. Susan Mauriello
408-425-2615

Santa Rosa
Mr. James Millikan
707-523-3300

Sonora
Mr. Woody Smallwood
209-533-5506

Stockton
Mr. Marcelo Lopez
209-941-1600

Sunnyvale
Mr. Gene Rogers
408-738-5451

Torrance
Ms. Patricia Unangst
213-618-2985

Ukiah
Ms. Dorothy Hertzog
707-468-4457

Ventura
Mr. John Chase
805-564-0181

Visalia
Mr. Joseph Daniel
209-625-9222

Weed
Mr. Lee Ferrero
916-938-3231

Woodland
Ms. Margaret Sheldon
916-666-8536

Yuba City
Mr. Brian Frink
916-673-5530

COLORADO

Boulder
Mr. Michael Schneider
303-441-3985

Colorado Springs
Mr. Ray Rodriguez
303-578-6870

Commerce City
Ms. Diane Stobnicke
303-370-6500

Denver
Mr. Robert Husson
303-861-0514

Englewood
Ms. Pat Kuskie
303-761-7673

Ft. Collins
Mr. Neil Gluckman
303-221-7825

Greeley
Mr. Walter Speckman
303-353-0540

Lakewood
Ms. Mary Kreutzer
303-277-8020

Pueblo
Mr. John Kent
303-543-2951

CONNECTICUT

Bridgeport
Mr. Henry Durell
203-576-7030

Hartford
Mr. Sidney Gardner
203-522-1111

Meriden
Mr. Mike Aldi
203-634-0003

N. Windham
Ms. Dorothy Welch
203-456-3254

New Haven
Mr. William Villano
203-562-7811

Torrington
Mr. Jay Hubelbank
203-496-0773

Uncasville
Ms. Nancy Quinlan
203-848-7469

Waterbury
Mr. Ernie Mosely
203-574-8007

DELAWARE

Wilmington
Mr. Norman Cartier
302-655-5528

DISTRICT OF COLUMBIA

Washington
Mr. Michael Gilbert
202-463-7811

FLORIDA

Bartow
Mr. Cliff Thomas
813-534-1731

Clearwater
Ms. Sarah Snyder
813-441-4541

Daytona Beach
Mr. Larry Tomasetti
904-258-7072

Fort Lauderdale
Mr. Robert Johnston
305-765-4545

Ft. Myers
Mr. C. E. Thomas
813-332-1232

Gainesville
Mr. Charles Justice
904-376-3344

Jacksonville
Mr. Dan Castle
904-737-7311

Jacksonville
Mr. Thomas Skinner
904-633-5967

Merritt Island
Mr. Lee Metcalf
305-452-0150

Miami
Mr. Joseph Alfano
305-579-3519

Naples
Mr. Joseph Paterno
813-261-0553

Ocala
Mr. James Mims
904-732-3307

Orlando
Mr. George Naglich
305-420-3816

Panama City
Mr. William Renfroe
904-769-3321

Pensacola
Mr. James Boggs
904-433-6901

Port Richey
Mr. Garry Burlingame
813-862-7621

Sanford
Mr. Gary Earl
305-321-5627

Sarasota
Mr. Bill McIntire
813-955-9071

Shalimar
Mr. Steve Chandler
904-651-2315

Stewart
Ms. Nan Griggs
305-466-1602

Tallahassee
Ms. Lorene Wilson
904-487-3013

Tampa
Mr. Roy Opfer
813-223-8807

West Palm Beach
Mr. Kenneth Montgomery
305-837-3218

GEORGIA

Athens
Mr. James Reap
404-548-3141

Atlanta
Mr. Clifford Collins
404-656-5177

Atlanta
Mr. H. Wynn Montgomery
404-658-6310

Augusta
Mr. Bill Watson
404-722-3001

Brunswick
Mr. Jimmi Griffin
912-264-7363

Brunswick
Ms. Linda Pryor
912-264-7363

Columbus
Ms. Iris Jessie
404-324-4221

Decatur
Ms. Gloria Kusmik
404-378-3746

Ellaville
Mr. Jerry Wise
912-937-2561

Gainesville
Mr. Harvey Clanton
404-536-3431

Griffin
Mr. Daniel Patrick
404-228-7226

Jonesboro
Mr. Burney Harmon
404-471-1905

Macon
Mr. Warren Story
912-744-6044

Milledgeville
Mr. Jim Gentry
912-453-5327

Rome
Mr. C.D. Rampley
404-295-6485

Savannah
Mr. Alfred Cooper
912-233-3067

Thomasville
Mr. J.P. "Sonny" Hewitt
912-228-6290

Valdosta
Ms. Haley Blanchard
912-333-5277

GUAM

Agana
Mr. John Taitano
671-646-9341

HAWAII

Hilo
Mr. Roy Kagawa
808-961-7491

Honolulu
Ms. Lee Hajas
808-533-4101

Lihue Kauai
Mr. David Iha
808-245-8210

Wailuku
Mr. Tom Hiranga
808-244-4232

IDAHO

Boise
Mr. George Dignan
208-322-7411

Coeur D'Alene
Mr. Allan DeLaubenfels
208-667-1556

Coeur d' Alene
Mr. Jim Flowers
208-667-1556

Moscow
Mr. Bill Edelblute
208-882-3470

Pocatello
Mr. Brett Nelson
208-233-4032

Rexburg
Ms. Kirsten Kirsten
208-356-4524

Twin Falls
Mr. Robert Ludgren
208-734-6586

ILLINOIS

Beleville
Mr. Grey Warrner
618-277-6790

Carbondale
Mr. Ron Clark
618-549-3306

Carlinville
Mr. Frank Schwab
211-854-9677

Champaign
Ms. Karen Larson
217-384-8640

Chicago
Mr. Riley Gordon
312-744-5896

Chicago
Mr. Joseph Monaghen
312-443-4740

Danville
Ms. Ann Abel
217-443-8710

Decatur
Mr. John Roark
217-424-1475

Des Plaines
Mr. Robert Laine
312-699-9040

Edwardsville
Mr. James Monday
618-669-2620

Geneva
Ms. Linda 501804
312-232-2400

Glen Ellen
Mr. Peter Scully
312-620-7040

Harrisburg
Mr. Bill Endsley
618-252-6905

Joliet
Mr. Mark McCormick
815-937-2490

Kankakee
Mr. Sid Kane
815-937-2940

Macomb
Ms. Susan Nash
309-837-3941

Ottawa
Mr. Alan Miller
815-433-4550

Pekin
Mr. Norman Hill
309-353-4475

Peoria
Mr. Terry Kohlbus
309-672-8513

Rock Island
Ms. Pat Gormley
309-793-5200

Rockford
Ms. Coleen Williams
815-229-2770

Salem
Mr. Steve Weber
618-548-4234

Springfield
Ms. June Connor
217-525-7060

Sterling
Ms. Nancy Sweitzer
815-625-3623

Waukegan
Mr. Chris Stevens
312-249-2200

Woodstock
Mr. Carl Martens
815-338-7100

INDIANA

Anderson
Mr. Marc Scharnowski
317-649-7330

Covington
Ms. Joan Cline
317-793-4881

Decatur
Mr. E. E. (Gene) Rydell
219-724-3151

Evansville
Mr. Roy Vanderford
812-422-9300

Frankfort
Mr. Phillip Hoff
317-659-4763

Gary
Ms. Lang-Lampkin
Saranettia
219-882-0033

Greenwood
Mr. Richard Sewell
317-882-7492

Indianapolis
Ms. Marsha Oliver
317-639-4441

Indianapolis
Ms. Karen Tyler
317-636-1753

Jeffersonville
Mr. Gary Behnke
812-288-6451

LaPorte
Ms. Linda Wolshansky
219-362-1511

Lafayette
Mr. Thomas Ahlers
317-447-2610

Madison
Mr. Don Richardson
812-265-2652

Peru
Ms. Pamela Anderson
317-473-5571

Portland
Ms. Barbara Street
219-726-6571

South Bend
Mr. Elroy Kelzenberg
219-233-6181

Terre Haute
Mr. Patrick Dougherty
812-238-8386

Vincennes
Mr. Fred Eaton
812-885-5306

IOWA

Carroll
Mr. Gary Bengston
712-792-9914

Cedar Rapids
Mr. Bob Ballentyne
319-398-5013

Council Bluffs
Mr. Eugene Epperson
712-325-3418

Creston
Mr. Harvey Davis
515-782-8431

Davenport
Mr. Samuel Stone
319-322-5015

Des Moines
Mr. Manuel Acevedo
515-243-3487

Dubuque
Ms. Donna Smith
319-589-4440

Dubuque
Mr. Ralph Weber
319-557-8140

Fort Dodge
Dr Harvey Martin
712-576-3103

Marshalltown
Mr. Mark Steinberg
515-752-4643

Mason City
Mr. John Clopton
515-423-5457

Ottumwa
Mr. Bob Morrisey
515-683-5111

Postville
Ms. Bev Brower
319-864-7551

Postville
Mr. Jerry Dumke
319-864-7551

Sioux City
Mr. Dennis Wolf
712-276-0380

Spencer
Mr. Jeffrey Schilingmann
712-262-7225

Waterloo
Mr. Dave Mazur
319-291-2547

West Burlington
Mr. C.W. Callisson
319-752-2731

KANSAS

Hays
Mr. Glenn Fondoble
913-628-1014

Kansas City
Mr. Ronald Seltzer
913-371-1607

Manhattan
Mr. Mike O'Hara
913-539-0591

Pittsburg
Mr. John Gobetz
316-232-2620

Wichita
Mr. James Parker
316-264-3646

KENTUCKY

Elizabethtown
Mr. Jesse Wheat
502-769-2392

Florence
Ms. Betty Bernard
606-283-1885

Hazard
Mr. Virgil Osborne
606-436-5751

Hopkinsville
Ms. Sheila Clark
502-886-9484

Lexington
Ms. Susan Craft
606-272-6656

Lexington
Mr. James Sekhon
606-272-6656

Louisville
Mr. J. Carroll Spanyer
502-582-1842

Louisville
Mr. Steven Zimmer
502-582-1842

Maysville
Mr. Pat Bell
606-564-6894

Maysville
Mr. John Peters
606-564-6894

Russell Springs
Mr. Bennie Garland
502-866-4200

LOUISIANA

Alexandria
Ms. Jan Holiday
318-445-7386

Baton Rouge
Mr. Larry Pitcher
504-389-3097

Chalmette
Mr. Al Waller
504-277-6371

Hammond
Mr. Frank Martin
504-345-4135

Houma
Mr. Richard Brown
504-873-8595

Houma
Mr. Keith Ortego
504-868-5050

Jena
Mr. Norman Tison
318-992-8271

Lafayette
Mr. L. Broussard
318-233-8300

Lake Charles
Ms. Cheryl Lynn
318-439-5711

Leesville
Mr. Finley Stanley
318-238-2950

Metairie
Mr. Joseph Maggiore
504-738-1200

Monroe
Mr. Frank Jones
318-388-2083

New Orleans
Mr. Louis Saulny
504-587-1730

Opelousas
Mr. Chris Dunbar
318-942-5678

Shreveport
Mr. Harold LaBorde
318-226-7557

Shreveport
Mr. Fred Thomas
318-226-5716

Tallulah
Mr. Leander Anthony
318-574-2491

MAINE

Augusta
Mr. George Ezzy
207-289-3375

Portland
Mr. John Fitzsimmons
207-775-5891

MARYLAND

Baltimore
Mr. Paul Schurick
301-396-3232

Frederick
Mr. Michael Stovall
301-694-1173

Hagerstown
Mr. Peter Thomas
301-791-3076

Havre De Grace
Mr. Dale Ziegler
301-939-4240

La Plata
Mr. James Mayola
301-934-2251

Rockville
Mr. Ray Snowden
301-279-2046

Seat Pleasant
Mr. Joseph Puhalla
301-350-9760

Snow Hill
Mr. Dennis Gillman
301-632-3300

Towson
Mr. Robert Hannon
301-494-2008

Wye Mills
Mr. Gerald Bilderback
301-822-1716

MASSACHUSETTS

Boston
Mr. James Darr
617-423-3755

Brockton
Mr. Thomas Conway
617-584-1887

Cambridge
Ms. Elizabeth Haskell
617-492-0591

Fall River
Mr. James Calkins
617-675-1161

Gardner
Ms. Kristina Dower
617-632-3193

Greenfield
Mr. Arthur Schwenger
413-774-3182

Lawrence
Mr. Peter Kamberelis
617-686-0900

Lowell
Mr. William Kirwin
617-459-2336

New Bedford
Mr. Paul Vigeant
617-999-3161

North Quincy
Mr. Edward Cafferty
617-328-7300

Norwood
Ms. Anne Whooley
617-769-4120

Pittsfield
Mr. David Yorke
413-499-2220

Quincy
Mr. Paul Ricca
617-328-7300

Salem
Mr. Harry McCabe
617-745-9280

Springfield
Mr. J. William Ward
413-787-1555

Worcester
Mr. Paul Reville
617-753-2924

MICHIGAN

Ann Arbor
Mrs. Verna Barden
313-994-1647

Battle Creek
Mr. John Martinoff
616-965-0521

Big Rapids
Mr. Paul Griffith
616-796-4891

Birmingham
Mr. Harold McKay
313-540-0240

Denton Harbor
Mr. Richard Dornbos
616-782-5113

Detroit
Mr. Ollie McKinney
313-898-2636

Escanaba
Mr. Gregory Sudderth
906-789-9732

Flint
Mr. Gary Johnson
313-238-8165

Grand Rapids
Ms. Michelyn Pasteur
616-774-3774

Greenville
Mr. Ralph Loescher
616-754-9315

Harrison
Mrs. Roberta Volker-Foreman
517-539-2173

Holland
Mr. Gary Scholten
616-399-3355

Ironwood
Mr. James Saari
906-932-4059

Jackson
Mr. Robert Winchester
517-788-4490

Kalamazoo
Mr. Robert Straits
616-349-1204

Lansing
Mr. Michael Quinn
517-487-0106

Marlette
Mr. Marvin Pichla
517-635-3561

Mt. Clemens
Mr. John Bierbusse
313-469-5220

Muskegon
Mr. Paul Roy
616-724-6381

Onaway
Mr. Kurt Ries
517-733-8548

Pontiac
Mr. Robert Larsen
313-858-2151

Saginaw
Mr. Dennis Brieske
517-754-1144

Sault Ste Marie
Mr. Douglas Stites
906-635-1752

Southgate
Mr. Walter Tarrow
313-281-0700

Traverse City
Mr. Alton Shipstead
616-947-4780

Westland
Mr. Barry Hawthorne
313-467-3433

MINNESOTA

Clearwater
Mr. Richard Furcht
612-558-6125

Crookston
Ms. Gail Butenhoff (Ueland)
218-281-1396

Detroit Lakes
Mr. Larry Buboltz
218-847-9205

Duluth
Ms. Julie Smith
218-723-3718

Mankato
Ms. Sandra Oppegard
507-345-6822

Marshall
Mr. David Thompson
507-537-7172

Minneapolis
Mr. William Brumfield
612-348-5203

Minneapolis
Ms. Donna Harris
612-348-4383

Rochester
Mr. Richard Harris
507-281-1193

Saint Paul
Mr. Richard Thorpe
612-292-1577

Spring Lake Park
Mr. Jerry Vitzthum
612-784-1800

Virginia
Mr. Dennis Wain
218-749-1274

MISSISSIPPI

Gulfport
Mr. Andrew Cutler
601-864-7924

Jackson
Mr. Tommie Stingley
601-960-1667

Jackson
Ms. Geraldine Yates
601-354-6437

MISSOURI

Camdenton
Mr. Harold Lampe
314-346-5616

Cape Girardeau
Mr. John Francis
314-651-2593

Clayton
Mr. Wayne Flesch
314-889-3489

Fulton
Mr. R.C. Bush
314-642-3055

Hillsboro
Mr. Ronald Ravenscraft
314-787-3502

Joplin
Mr. Ron Holland
417-781-3220

Kansas City
Ms. Susan Clune
816-756-0220

Kansas City
Mr. Raymond Shipman
816-274-2631

Monroe City
Mr. Burley Bertram
314-735-4860

Sedalia
Dr Judy Kuhlman
816-827-3722

Springfield
Mr. Chet Dixon
417-864-1800

St. Charles
Mr. Marvin Freeman
314-723-8300

St. Louis
Ms. Vanetta Rogers
314-241-4300

Trenton
Dr Robert Webb
816-359-3994

West Plains
Mr. Bill Young
417-256-6147

MONTANA

Helena
Mr. T. Gary Curtis
406-449-4500

NEBRASKA

Lincoln
Ms. Molly Anderson
404-024-7131

Lincoln
Ms. Stephanie Armitage
402-474-4777

Omaha
Mrs. Ola Anderson
402-444-4750

NEW HAMPSHIRE

Concord
Mr. H. Jeffrey Rafn
603-228-9500

Manchester
Mr. James Machakos
603-625-1200

NEW JERSEY

Asbury Park
Mr. George Callas
201-775-0405

Atlantic City
Mr. John Bettis
609-345-6700

Bridgeton
Mr. Charles Thomas
609-451-8920

Clifton
Mr. Nicholas DiMinni
201-340-3400

Deptford
Mr. Robert O'Neill
609-845-8950

East Orange
Mr. Armenus Williams
201-674-4500

Elizabeth
Mr. Henry Kita
201-527-4835

Hackensack
Mr. Walter Dorgan
201-487-3400

Hoboken
Mr. Edward Farrelly
201-659-1173

Jersey City
Mr. William Colon
201-547-4639

Morristown
Mr. Thomas Skidmore
201-285-6763

Mount Holly
Mr. Lewis Nagy
609-261-5055

New Brunswick
Mr. Fred Radlmann
201-524-4075

Newark
Ms. Josephine Janiffer
201-624-7990

Newton
Mr. Charles Mathews
201-383-1048

Somerville
Mr. George Kozar
201-725-4725

Stratford
Mr. Paul Clayton
609-627-2382

Toms River
Mr. David Riley
201-240-5995

Trenton
Mr. Richard McCoy
609-989-6137

NEW MEXICO

Albuquerque
Mr. Carlos Duran
505-766-7208

Santa Fe
Mr. Norman Marin
505-827-6824

NEVADA

Las Vegas
Mr. Fred Ramirez
702-382-3900

Reno
Ms. Carole Lefcourte
702-785-6271

NEW YORK

Amsterdam
Mr. Raymond LeRoux
518-842-8208

Ballston Spa
Mr. Anthony Scavone
518-885-8991

Batavia
Ms. Kate Tuite
518-295-8522

Batavia
Mr. William Williams
518-295-8522

Binghamton
Ms. Terry Stark
607-772-2453

Buffalo
Mr. Edward Martin
716-846-8500

Buffalo
Mr. Patrick Quigley
716-856-8705

Canandaigua
Mr. Gary Fritz
716-394-7070

Canton
Mr. Edmund Russell
315-379-2283

Cortland
Mr. Richard DeRusso
607-753-5072

Fulton
Ms. Carolyn Rush
315-598-1280

Goshen
Mr. Christopher Dunleavy
914-294-8146

Hamden
Mr. Victor Ronovech
607-865-7177

Hauppauge
Mr. Cadman Frederick
516-348-2200

Hempstead
Mr. Clinton Boone
516-485-5000

Hudson
Mr. Ernest Reis
518-828-4183

Jamestown
Mr. Charles McDonnell
716-664-9814

Kingston
Mr. Glenn Decker
914-338-7970

Lockport
Mr. Paul Parise
716-439-4368

Massapequa
Mr. Eugene Faber
516-795-5610

Monticello
Ms. Joan Howard
914-794-6677

New York
Dr Dennis Derryck
212-742-1000

Painted Post
Mr. Michael Vogt
607-937-8337

Pearl River
Ms. Diana Treihart
914-735-7040

Poughkeepsie
Mr. Charles Back
914-485-5600

Rochester
Ms. Loretta Bowman
716-428-7385

Rochester
Mr. Ronald Profetta
716-428-5430

Saranac Lake
Mr. James Calnon
518-892-2652

Syracuse
Ms. Louise Birkhead
315-473-5690

Syracuse
Mr. Robert James
315-425-3427

Troy
Mr. Joseph Mancinelli
518-270-2860

Utica
Mr. Armand Mastraccio
315-798-5486

Watertown
Mr. Stephen Miller
315-782-9252

White Plains
Mr. Lloyd Jones
914-285-3930

Yonkers
Mr. Jack O'Brien
914-963-6220

NORTH CAROLINA

Asheville
Ms. Helen Beck
704-255-5151

Burlington
Mr. Wayne Church
919-228-0574

Charlotte
Mr. Leon Miller
704-372-2416

Charlotte
Mr. Robert Person
704-336-3071

Durham
Mr. Tom White
919-682-2133

Fayetteville
Ms. Pauline Goodman
919-323-3421

Gastonia
Mr. Charles Vinson
704-866-3825

Greensboro
Ms. Lillian Plummer
919-373-2070

Lexington
Mrs. Pat Everhart
704-249-0192

Raleigh
Mr. Charles Trent
919-755-6260

Winston-Salem
Mr. Walter Farabee
919-727-2886

Winston-Salem
Mr. Robert Law
919-722-9400

NORTH DAKOTA

Bismarck
Mr. Ron Dietz
701-224-2792

OHIO

Akron
Mr. Anthony O'Leary
216-375-2912

Amelia
Mr. Stephen Brooks
513-753-4440

Ashtabula
Mr. Brian Condron
216-998-2990

Boardman
Mr. Robert Bannon
216-726-1647

Cambridge
Mr. John Pollock
614-432-5695

Canton
Mr. Don Singer
216-455-7121

Cincinnati
Mr. Henry Christmon
513-352-3436

Cincinnati
Mr. David Schwier
513-632-8204

Cincinnati
Ms. Sheila Wilson
513-621-6366

Circleville
Mr. Keith Hyde
614-474-6452

Cleveland
Dr James Hyman
216-664-2405

Cleveland
Ms. Jayne Zborowsky
216-443-7280

Columbus
Ms. Odella Welch
614-222-7144

Dayton
Ms. Morene Alexander
513-220-6674

Defiance
Mr. Gary Andres
419-784-2150

Elyria
Mr. Kenneth Burich
216-329-5170

Fremont
Mr. Donald Strickler
419-334-8911

Hamilton
Mr. George Estes
513-867-5822

Ironton
Mr. Douglas Philabaun
614-532-3534

Lima
Mr. James Poulston
419-229-7936

Mansfield
Mr. Robert Gordon
419-524-2382

Marion
Ms. Samantha Carroll
614-383-3210

Newark
Mr. Greg Wince
614-345-9707

Niles
Mr. Robert Nypaver
216-652-2095

Painesville
Mr. Art Iacofano
216-352-6281

Portsmouth
Mr. Richard Bussa
614-354-4531

Ravenna
Ms. Maureen Frederick
216-297-0720

Springfield
Ms. Cathryn Balas
513-325-7063

Toledo
Mr. James Beshalske
419-241-2272

Troy
Mr. Jack Baird
513-339-2111

Youngstown
Mr. Michael Connelly
216-747-5639

OKLAHOMA

Beaver
Mr. Larry Bostic
405-625-4531

Burns Flat
Ms. Eileen Mosier
405-562-4886

Chelsea
Mr. Brad Nelson
918-789-2574

Duncan
Ms. Denise Stroud
405-252-0595

Durant
Mr. Jerry Pool
405-924-3912

Muskogee
Mr. Joe Lesley
918-683-8553

Norman
Ms. Joan O'Brien
405-321-2876

Oklahoma City
Mr. Danny Terrell
405-231-2864

Shawnee
Mr. Tom Alsup
405-275-9130

Shawnee
Mr. Art Johnson
405-236-2727

Tulsa
Mr. John Scott
918-592-7677

Watonga
Mr. Dick Bixler
405-623-7291

Wilburton
Mr. Dallas Herzer
918-465-2367

OREGON

Albany
Mr. J. D. Hoye
503-928-0241

Eugene
Mr. Lee Beyer
503-687-5532

Eugene
Ms. Laurie Swanson
503-687-3800

Marylhurst
Mr. Dellimer Smith
503-635-4591

Medford
Mr. James Massey
503-776-5100

Portland
Mr. Dennis Cole
503-795-5208

Portland
Ms. Aurelia Koby
503-223-7484

Salem
Mr. Robert Bill
503-581-2359

PENNSYLVANIA

Allentown
Ms. Martha Phelps
215-439-1123

Altoona
Mr. Peter Mitchell
814-946-1641

Bellefonte
Ms. Sylvia Lee
814-355-0621

Butler
Mr. Stephen Paffrath
412-282-4700

Chambersburg
Mr. E David Bumbaugh
717-263-9413

Doylestown
Mr. John Walsh
215-348-1750

Erie
Ms. Jan Ianello
814-456-6291

Flanklin
Ms. Gloria Miller
412-962-3531

Greensburg
Mr. Carl Bartolomucci
412-834-2191

Harrisburg
Mr. Harry Seyler
717-236-7931

Jim Thorpe
Mr. Joseph Sebelin
717-324-2915

Lancaster
Ms. Marcia Nesbit
717-397-3531

Media
Mr. Joseph Yankowski
215-566-7510

New Brighton
Ms. Ann Mizer
412-728-2020

Norristown
Mr. Thomas Levins
215-278-3856

Philadelphia
Mr. George Richmond
215-567-7792

Pittsburgh
Mr. Irving Rubinstein
412-394-4768

Pottsville
Mr. Frank Milewski
717-628-5215

Reading
Mr. Robert Bukovsky
215-374-4801

Ridgeway
Mr. Michael Lawrence
814-773-3162

Scranton
Mr. Fred Lettieri
717-961-6600

Shamokin
Mr. Bernard Zarko
717-644-0423

Towanda
Mr. Phil Koos
717-265-9103

Washington
Mr. David Suski
412-228-6870

West Chester
Mr. John Abnet
215-431-6900

Wilkes-Barre
Mr. James Loftus
717-822-1101

York
Mr. Tony Gillespie
717-755-0925

PUERTO RICO

Hato Rey
Ms. Anabellè Pares
809-756-7300

San Juan
Mrs. Maria Grizel
Vizcarrondo
809-754-5152

RHODE ISLAND

Providence
Mr. Ed Canner
401-861-0800

Providence
Mr. Robert Palumbo
401-277-2090

Woonsocket
Mr. Steve Spaziano
401-766-9855

SOUTH CAROLINA

Greenville
Ms. Leola Robinson
803-242-1050

SOUTH DAKOTA

Pierre
Mr. Lloyd Schipper
605-773-3101

TENNESSEE

Algood
Ms. Phyllis Rodgers
615-537-6542

Chattanooga
Mr. Wanza Lee
615-756-2121

Cleveland
Ms. Rosemary Den Uyl
615-472-7141

Columbia
Mr. Charles Watts
615-381-0068

Dyersburg
Dr. Carl Christian
Andersen
901-285-9347

Harriman
Dr Cuyler Dunbar
615-354-3000

Jackson
Dr Walter Nelms
901-424-2532

Johnson City
Mr. Robert East
615-928-0224

Knoxville
Ms. Dorothy Bennett
615-544-5200

Memphis
Mr. Theodore Pickett
901-528-3536

Morristown
Dr. William Locke
615-581-2121

Nashville
Mr. Patrick Colley
615-259-6101

Nashville
Mr. Donnie Sloane
615-244-1212

Tullahoma
Mr. Charles Lee
615-455-8511

TEXAS

Abilene
Mr. Tom Smith
915-672-8544

Amarillo
Mr. Jerry McGuire
806-372-3381

Arlington
Mr. Mike Gilmore
817-461-3300

Austin
Ms. Jane Abell
512-578-0341

Austin
Mr. Tom Viola
512-458-4655

Beeville
Mr. Carlos Herrera
512-358-1676

Belton
Mr. Walter Reedy
817-939-1801

Brownsville
Mr. Caesar Trimble
512-542-4351

Bryan
Mr. Glenn Cook
409-822-7421

Carrizo Springs
Mr. Juan Pablo Velez
512-876-3533

Corpus Christi
Mr. Armando Chapa
512-880-3187

Dallas
Ms. Marta Milion
214-920-7843

Dallas
Mr. Jim Wood
214-670-5218

Denison
Mr. Larry Cruise
214-786-2955

Edinburg
Mr. Ramon Cantu
512-383-0181

El Paso
Mr. Joe Walsh
915-542-2808

Fort Worth
Mr. R. Popplewell
817-334-1188

Ft. Worth
Mr. Ramon Guajardo
817-870-7555

Ft. Worth
Mr. R Sapp
817-870-7555

Georgetown
Mr. Rawleigh Elliot
512-863-6561

Houston
Mr. Rodney Bradshaw
713-627-3200

Houston
Ms. Deanie Diamond
713-221-5794

Houston
Mr. Terry Hudson
713-529-6922

Houston
Mr. Ronald Patterson
713-529-6922

Jasper
Mr. Ray Hill
409-384-5704

Kilgore
Mr. Glyen Knight
214-984-8641

Laredo
Mr. Horacio Acevedo
512-722-3973

Levelland
Mr. Howard Maddera
806-894-6104

Lubbock
Mr. Tom Dresler
806-762-8721

Midland
Mr. Ernie Crawford
915-563-1061

Nederland
Ms. Laurie Bouillion
409-727-2384

San Angelo
Ms. Susan Kamas
915-944-9666

San Antonio
Mr. Roy Burley
512-299-8161

Texarkana
Mr. Ned Muse
501-774-3481

Waco
Mr. Bobbie Affleck
817-756-6631

Wichita Falls
Mr. Edwin Daniel
817-322-5281

UTAH

Farmington
Mr. Richard Nelson
801-451-3351

Logan
Mr. Roger Jones
801-752-7242

Ogden
Mr. Sidney Jeffries
801-399-8850

Price
Mr. Bill Howell
801-637-5444

Provo
Mr. Brent McGregor
801-377-2262

Richfeild
Mr. Carvel Magleby
801-896-9222

Roosevelt
Mr. Gerald Conley
801-722-4518

Salt Lake City
Mr. J. Johnson
801-535-5416

St. George
Mr. John Williams
801-673-3548

VERMONT

Montpelier
Mr. Zeke Hanzl
802-229-0311

VIRGIN ISLANDS

St. Croix
Ms. Jennifer Nugent-Hill
809-773-6144

VIRGINIA

Abingdon
Mr. Gerald Griswold
703-628-4185

Alexandria/Arlington
Mr. Dale Moore
703-838-4470

Boones Mill
Ms. Kristen Shores
703-334-2781

Charlottesville
Mr. Alan Bohache
804-971-3051

Fairfax
Ms. Suzanne Manzo
703-691-3221

Farmville
Ms. Betty Lou Weaver
804-392-6104

Hampton
Mr. Curtis Johnson
804-838-5206

Harrisburg
Mr. Ben Vorhies
703-433-1495

Lebanon
Mr. Andrew Chafin
703-889-1778

Norfolk
Mr. Richard Scuillo
804-461-3945

Richmond
Mr. Herbert Sink
804-643-0864

Roanoke
Ms. Carolyn Barrett
703-982-2791

Warsaw
Ms. Linda Odum
804-333-4048

WASHINGTON

Bellingham
Ms. Gay Dubigk
206-671-1660

Everett
Ms. Emily Duncan
206-258-4622

Kennewick
Mr. John Daubl
509-735-8402

Olympia
Ms. Cheryl Frederickson
206-786-5586

Olympia
Mr. J. P. Johnston
206-754-1022

Port Orchard
Mr. Bert Furuta
206-876-7185

Seattle
Mr. Alfred Starr
206-625-4767

Spokane
Mr. Larry Lengyel
509-458-2217

Tacoma
Mr. Bill Anderson
206-383-4726

Vancouver
Mr. Donald Weidner
206-699-2433

Wenatchee
Mr. David Petersen
509-663-3091

Yakima
Mr. Paul Anderson
509-575-4252

WEST VIRGINIA

Charleston
Mr. Alfred Shepard
304-348-7126

Charleston
Mr. William Thaw
304-348-5920

WISCONSIN

Appleton
Mr. Jim Lauer
414-735-5357

Ashland
Mr. Jon Sollie
715-682-9141

Dodgeville
Ms. Roberta Early
608-935-3116

Eau Claire
Mr. Jerry Price
715-836-4402

Janesville
Mr. Jim Hutchinson
608-752-5370

LaCrosse
Mr. Jerry Hanoski
608-782-5066

Madison
Mr. Dale Hopkins
608-266-9216

Manitowoc
Mr. Jeff Deprez
414-684-6445

Menomonie
Mr. Richard Best
715-235-5547

Milwaukee
Mr. Larry Jankowski
414-347-0500

Oconto
Mr. Ronald Hayes
414-834-2701

Oshkosh
Mr. Joe Halter
414-424-0020

Portage
Mr. Andrew Piekarski
608-742-4181

Racine
Mr. James Sullivan
414-632-3103

Rhinelander
Mr. Kent Larson
715-362-7811

Waukesha
Mr. Len Cors
414-548-7705

Wausau
Mr. Gary Denis
715-847-5460

Wisconsin Rapids
Mr. Mike Irwin
715-421-0101

WYOMING

Cheyenne
Mr. Frank Galeotos
307-777-7671

National Alliance of Business Service Offices:

Boston	(617) 426-4315
New York	(212) 554-3125
Atlanta	(404) 522-9350
Chicago	(312) 341-9766
Dallas	(214) 373-0854
Denver	(303) 428-0440
San Francisco	(415) 391-4061
Seattle	(206) 622-2531

The National Alliance of Business (NAB) is an independent, non-profit corporation working in partnership with business, labor, government, education and community groups to reduce the unemployment problems of economically disadvantaged youth and adults. NAB's primary mission is to encourage private business to provide jobs and training for these unemployed people.